

**UNITED STATES CIVIL SERVICE COMMISSION**  
**WASHINGTON 25, D. C.**

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**July 3, 1952**

**Honorable Walter B. Smith**  
**Director**  
**Central Intelligence Agency**  
**Washington 25, D. C.**

**Dear Mr. Smith:**

The establishment of the Junior Management Assistant register for 1952 marks the close of four years of successful experience with this method as one source of recruiting for potential managerial talent for the Federal service.

As you probably know, this examination has attracted a high calibre of competitors both from college campuses and also from among present employees of the government. The quality of the register is assured by the difficulty of the examination which includes a group oral interview conducted by agency operating officials who are serving as a Board of Civil Service Examiners. Its success is directly related to agency participation in the processes of the examination. Proof of the quality of the register has been demonstrated by the consistent and increasing demand for its eligibles who have found ready acceptance by operating people.

When this examination was first undertaken, the Commission's approach to it was experimental. There were less than 100 appointments made from the first register. With each successive register, the interest and use of the register has increased. Last year 400 persons received appointments from the register and this year we confidently expect that 600 persons will receive offers of appointment.

It is highly advisable, therefore, for the U. S. Civil Service Commission and the Federal agencies to give impetus to this program and to review the methods of conducting the examination, the methods of making appointments, the induction training of the newly hired eligibles and their successful integration into the work force of the agency. At the same time that the Commission is making its evaluation of the program it is important that agencies which have used the registers appraise critically their participation in the total program and evaluate their satisfaction with the performance of the eligibles that the register has produced.

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A Joint Committee on the Junior Management Assistant Examination, made up of the representatives of participating agencies, was formed at the beginning of the Program. In its advisory role, the Joint Committee has played an important part in aiding the Commission by helping to develop standards for the Examination, by making estimates of the number of eligibles needed, and by setting up interviewing schedules and panels. The Committee has been especially influential in recommending policies which have enabled the Commission to obtain greater agency acceptance of the examination. As it has in the past, the Joint Committee will continue to play an active part in this examination.

Plans must be made immediately for the 1953 program. I am asking those agencies that have not been represented on the Joint Committee to consider the desirability of such representation. Those agencies which have participated in the work of the Committee are asked to look at the quality of their representation in terms of the degree to which their membership has been influential in molding the policies of the program.

The recruiting of outstanding young people, particularly college graduates, into the Federal service is constantly growing in importance. It is essential, therefore, that agency representation be commensurate with the importance of the recruiting program. For that reason the Committee must be made up of persons having outstanding qualifications for the functions which it performs. A Committee member, besides occupying a position in the agency at a high and influential grade level, must be able not only to speak with authority for his agency but also to reflect fully to the Commission his agency's policies. The representative must be in a position to spend considerable time in participation in the Committee's work, and must also be free to carry considerable responsibility in subcommittee work.

The Joint Committee through its advice to the Commission becomes an increasingly important force in influencing the success of this program. The person recommended for committee membership should be one who is qualified to present the views of your agency and to advise the Commission on the Junior Management Assistant Program. Since the Committee's work must proceed at a rapid pace to develop plans for next year's examination, I will appreciate a reply by July 18, 1952.

Sincerely yours,



Robert Ramspeck  
Chairman